

FOLD Participant Orientation Packet



Welcome to
FOLD!

**Federal Outreach and
Leadership Development**

Table of Contents

| | |
|-------|-----------------------|
| I. | Mission Statement |
| II. | Program Objective |
| III. | Contact Information |
| IV. | Schedule Overview |
| V. | Classroom Sessions |
| VI. | Site Visits |
| VII. | Special Event Days |
| VIII. | Journals |
| IX. | Absences |
| X. | Program Feedback |
| XI. | Literature Reflection |
| XII. | Book Descriptions |

Welcome to the **Federal Outreach and Leadership Development** program of the
Federal Executive Board of Minnesota

Mission Statement

To serve as a premier inter-agency leadership program by which we develop and support future leaders to deliver exceptional results in a dynamic environment.

Program Objectives

- Developing oral and written communication skills
- Providing mentorship/coaching
- Driving positive change
- Developing critical thinking
- Assessing talent and performance
- Assessing self
- Team-building
- Maximizing business relationships
- Embracing diversity
- Managing up in your organization

The Federal Outreach and Leadership Development (FOLD) Program is a program created to assist in the development of future federal executive leaders and to address projected leadership vacancies brought on by retirements. This program is unique in that it is designed for federal participants and is federal government wide. Participants of this program will interact with local executives, visit local agencies, work in groups, refine their writing and speaking skills, share information and explore unique challenges faced and addressed by federal leaders in Minnesota. The program is self-managed and participant driven.

Contact Information

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Schedule Overview

Your participation in the FOLD program consists of an orientation day, several days focusing on advancing skills in areas such as public speaking and decision making, and several site visit days. There will also be two days to present, as a group, on a book you will need to read on

your own time. Most sessions will be scheduled on the third Wednesday of each month from 8:00 AM to 4:00 PM. Graduation will complete the FOLD experience; coinciding with the Public Service Recognition Week during the week of May 2, 2016.

Please review the tentative annual schedule for the program. Program dates are set through May. Prior to each meeting, you will receive the formal agenda which may reflect subtle changes; however the meeting dates, locations and dress requirements will not change.

FOLD 2015-2016 Meeting Schedule Overview

| | |
|-----------------------|--|
| Date | July 15, 2015 – Orientation Day |
| Location | Boy Scouts Base Camp 201 Bloomington Road Fort Snelling, MN 55111 |
| Time | 8:00 AM – 4:00 PM |
| Civilian Dress | Business Casual, Jeans and athletic shoes (involves some physical activity) |
| Military Dress | Military ABUs or ACUs |
| Schedule | <p><i>Completed prior to the meeting: TED Talk – Lollipop Experiences</i></p> <ul style="list-style-type: none"> • Welcome and introduction to FOLD program <ul style="list-style-type: none"> -Overview of the Federal Executive Board -Overview of the FOLD • Introductions • Journal: <ul style="list-style-type: none"> -What are you looking for in this program? -What are your goals for this program? -What are your strengths/weaknesses as a leader? -What characteristics make a great leader? Poor leader? -How will you contribute to this cohort? • Group Discussion: <ul style="list-style-type: none"> -What characteristics make a great leader? -Who are some great past/present leaders? -How can leadership be dangerous? • Military Protocol discussion • Introduce the reading list – participant selection • Mentorship: A Critical Aspect of Leadership Growth <ul style="list-style-type: none"> -Introduction of FOLD Mentor Biographies • Benchmark Survey Explanation (sent out after this meeting) • Lunch • Team Building <ul style="list-style-type: none"> - Rope Confidence Course - Team Building Activities • Wrap-up |

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|-----------------------|---|
| Date | August 19 - 20, 2015 – 2-Day Leadership Foundry Presentation |
| Location | Marquette Plaza- Downtown Minneapolis 250 Marquette Avenue Suite 600, Minneapolis, MN 55401 *Light rail access or paid parking available |
| Time | 8:00 AM – 4:00 PM |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | 8:00 AM Welcome and Introductions <ul style="list-style-type: none"> • What Kind of Leader Are You? • Capitalizing on Conflict • Adapting to Change • Leading Across Generations • Measuring Emotional Intelligence • Addressing Difficult Issues/Building Strong Teams • Pulling It All together • Literature Review Planning during Lunch each day |

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|-----------------------|--|
| Date | September 16, 2015 – Leadership Focus |
| Location | Marquette Plaza- Downtown Minneapolis 250 Marquette Avenue Suite 600, Minneapolis, MN 55401 *Light rail access or paid parking available |
| Time | 8:00 AM – 4:00 PM |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | <i>Completed prior to the meeting: TED Talk – Vulnerability (Brene Brown)</i> 8:00 AM Welcome and Introductions <ul style="list-style-type: none"> • Leadership Panel of Federal Agency Heads • Lunch with Agency Heads and FEB Policy Board Members • Toastmasters Presentation • Mindfulness: Finding the Space to Lead - <i>Mindfulness</i> (Required Reading) • Literature Review planning |

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|-----------------------|--------------------------------------|
| Date | October 21, 2015 – Site Visit |
| Location | TBD |
| Time | 8:00 AM – 4:00 PM |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | TBD |

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|-----------------------|---|
| Date | November 18, 2015 – Communication Focus |
| Location | Marquette Plaza- Downtown Minneapolis 250 Marquette Avenue Suite 600, Minneapolis, MN 55401 *Light rail access or paid parking available |
| Time | 8:00 AM – 4:00 PM |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | <i>Completed prior to the meeting: TED Talk – TBA</i> 8:00 AM Welcome and Introductions <ul style="list-style-type: none"> • Giving/Receiving Feedback - <i>Feed Forward</i> (Required Reading) • Writing for Results • Literature Review planning |

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|-----------------------|---|
| Date | December 16, 2015 – Conflict Management |
| Location | Marquette Plaza- Downtown Minneapolis 250 Marquette Avenue Suite 600, Minneapolis, MN 55401 *Light rail access or paid parking available |
| Time | 8:00 AM – 4:00 PM |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | <i>Completed prior to the meeting: TED Talk – 19 Camels (William Ury)</i> 8:00 AM Welcome and Introductions <ul style="list-style-type: none"> • Literature Reviews - <i>Difficult Conversations</i> - <i>Leadership on the Line</i> • FMCS Communications/Conflict Management • Holiday Party |

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|-----------------------|---|
| Date | January 20, 2016 – International Focus |
| Location | Canadian Consulate – Minneapolis 701 4th Avenue South, Suite 900, Minneapolis, MN 55415-1899 612-492-2917 (direct) 612-333-4641 (reception) |
| Time | 8:30 AM – 4:00 PM |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | <i>Completed prior to the meeting: TED Talk – Single Story</i> 8:00 AM Welcome and Introductions <ul style="list-style-type: none"> • Briefing by International Consulate of Canada • Literature Reviews - <i>21 Irrefutable Laws of Leadership</i> - <i>What Got You Here Won't Get You There</i> - <i>Blink</i> |

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|-----------------------|---------------------------------------|
| Date | February 17, 2016 – Site Visit |
| Location | TBD |
| Time | 8:00 AM – 4:00 PM |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | TBD |

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|-----------------------|---|
| Date | March 16, 2016 – Site Visit |
| Location | TBD |
| Time | 8:00 AM – 4:00 PM |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | TBD <ul style="list-style-type: none"> Benchmark Progress Survey (sent out after this meeting) |

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|-----------------------|---|
| Date | April 20, 2016 – Change in the Government |
| Location | Marquette Plaza- Downtown Minneapolis 250 Marquette Avenue Suite 600, Minneapolis, MN 55401 *Light rail access or paid parking available |
| Time | 8:00 AM – 4:00 PM |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | 8:00 AM Welcome and Introductions <ul style="list-style-type: none"> Change in the Government Continuous Improvement Council FOLD Reflection/Wrap-up Survey Review |

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|-----------------------|---|
| Date | Week of May 2, 2016 – Graduation |
| Location | TBD |
| Time | TBD |
| Civilian Dress | Business Professional |
| Military Dress | Military Dress Uniform |
| Schedule | <ul style="list-style-type: none"> Graduation will take place during the Public Service Recognition Week |

*All dates listed above are final. Location and agenda for the remainder of the meetings will be announced as far in advance as possible.

Classroom Sessions

Most FOLD meetings will be in the classroom format, allowing the cohort to build on leadership skills and knowledge through personal assessments, topical speakers and group discussion. FOLD cohort will build on individual and team skills through leadership discussions.

Site Visits

FOLD Cohort will have the opportunity to explore various agencies of government and private sector through planned site visit days. The FOLD Council would like to extend the following list of possible site visits to the cohort, upon which they may vote for their preferred visits before Orientation Day to determine the collective favorites:

- **Law Enforcement Site Visit**
- **State and Local Government Visit**
- **Transportation Site Visit**
- **Local Fortune 500 Companies Visit**
- **Health Care Site Visit**
- **Military Site Visit**
- **Tribal Site Visit**

Special Event Days

In the event that the FEB hosts a special guest speaker, training, etc. you will be extended an invitation as a FOLD participant. However, since this would not be part of the formal program, you are NOT required to participate.

Journals

You will be encouraged to keep a journal to write about thoughts, feelings, opinions, changes in views about the program, your personal outlook on leadership, and other topics throughout this program.

Absences

If you need to miss an event due to an emergency, illness, etc. you are expected to notify FEB staff (Alyssa Bryan) as soon as possible. If you miss a day, it is your responsibility to get the reading materials from another participant. If absences become an issue, you may be terminated from the program after a consultation with you and your Agency.

Program Feedback

Throughout the program, you will be extended many opportunities to offer feedback on the program through surveys and speaker feedback forms. Your evaluations will serve to improve the program both for your own cohort as well as for future participants. Please take the time to participate in surveys following each session.

Literature Reflection

FOLD participants will be divided into smaller work groups, each of which will read one of the books below. You will be expected to read the book on your own time, and as a group you will prepare a presentation about the book's relation to leadership, ideology, practicality and anything else the group deems to be pertinent information and present it at the December and January meetings. If scheduling allows, you may be permitted minimal time to meet with your respective groups regarding your Literature Reflection during monthly sessions; however you are expected to spend the majority of time for this project in your own personal time. After each group presentation, the cohort as a whole will be discussing all the books. **You will select your book through a survey before the July Orientation meeting.**

- 1) *Difficult Conversations: How to Discuss What Matters Most*, Douglas Stone, Bruce Patton & Sheila Heen
- 2) *The 21 Irrefutable Laws of Leadership*, John C. Maxwell
- 3) *Blink: The Power of Thinking Without Thinking*, Malcolm Gladwell
- 4) *What Got You Here Won't Get You There: How Successful People Become Even More Successful!* By Marshall Goldsmith With Mark Reiter
- 5) *Leadership on the Line*, By Martin Linsky and Ronald Heifetz

Book Descriptions

Difficult Conversations: How to Discuss What Matters Most, Douglas Stone, Bruce Patton & Sheila Heen

We attempt or avoid difficult conversations every day-whether dealing with an underperforming employee, disagreeing with a spouse, or negotiating with a client. From the Harvard Negotiation Project, the organization that brought you *Getting to Yes*, *Difficult Conversations* provides a step-by-step approach to having those tough conversations with less stress and more success. You'll learn how to:

- Decipher the underlying structure of every difficult conversation
- Start a conversation without defensiveness
- Listen for the meaning of what is not said

- Stay balanced in the face of attacks and accusations
- Move from emotion to productive problem solving

***The 21 Irrefutable Laws of Leadership*, John C. Maxwell**

Whether you are a follower who is just beginning to discover the impact of leadership or a natural leader who already has followers, you can become a better leader. As you read about the laws, you'll recognize that you may already practice some of them effectively. Other laws will expose weaknesses you didn't know you had. But the greater the number of laws you learn, the better leader you will become. Each law is like a tool, ready to be picked up and used to help you achieve your dreams and add value to other people. Pick up even one, and you will become a better leader. Learn them all, and people will gladly follow you.

***Blink: The Power of Thinking Without Thinking*, Malcolm Gladwell**

In his landmark bestseller *The Tipping Point*, Malcolm Gladwell redefined how we understand the world around us. Now, in *Blink*, he revolutionizes the way we understand the world within.

Blink is a book about how we think without thinking, about choices that seem to be made in an instant-in the blink of an eye-that actually aren't as simple as they seem. Why are some people brilliant decision makers, while others are consistently inept? Why do some people follow their instincts and win, while others end up stumbling into error? How do our brains really work-in the office, in the classroom, in the kitchen, and in the bedroom? And why are the best decisions often those that are impossible to explain to others?

In *Blink* we meet the psychologist who has learned to predict whether a marriage will last, based on a few minutes of observing a couple; the tennis coach who knows when a player will double-fault before the racket even makes contact with the ball; the antiquities experts who recognize a fake at a glance. Here, too, are great failures of "blink": the election of Warren Harding; "New Coke"; and the shooting of Amadou Diallo by police.

Blink reveals that great decision makers aren't those who process the most information or spend the most time deliberating, but those who have perfected the art of "thin-slicing"-filtering the very few factors that matter from an overwhelming number of variables.

***What Got You Here Won't Get You There: How Successful People Become Even More Successful!* By Marshall Goldsmith With Mark Reiter**

America's most sought-after executive coach shows how to climb the last few rungs of the ladder. The corporate world is filled with executives, men and women who have worked hard for years to reach the upper levels of management. They're intelligent, skilled, and even charismatic. But only a handful of them will ever reach the pinnacle -- and as executive coach Marshall Goldsmith shows in this book, subtle nuances make all the difference. These are small "transactional flaws" performed by one person against another (as simple as not saying *thank you* enough), which lead to negative perceptions that can hold any executive back. Using Goldsmith's straightforward, jargon free advice; it's amazingly easy behavior to change.

Leadership on the Line By Martin Linsky and Ronald Heifetz

To lead is to live dangerously. It's romantic and exciting to think of leadership as all inspiration, decisive action, and rich rewards, but leading requires taking risks that can jeopardize your career and your personal life. It requires putting yourself on the line, disturbing the status quo, and surfacing hidden conflict. And when people resist and push back, there's a strong temptation to play it safe. Those who choose to lead plunge in, take the risks, and sometimes get burned. But it doesn't have to be that way say renowned leadership authorities Ronald Heifetz and Marty Linsky. In *Leadership on the Line*, they show how it's possible to make a difference without getting "taken out" or pushed aside. They present everyday tools that give equal weight to the dangerous work of leading change and the critical importance of personal survival. Through vivid stories from all walks of life, the authors present straightforward strategies for navigating the perilous straits of leadership. Whether parent or politician, CEO or community activist, this practical book shows how you can exercise leadership and survive and thrive to enjoy the fruits of your labor.